



AGENTS OF CHANGE



CREATING THRIVING WORK CULTURES
IN THE LEGAL PROFESSION

An **AIJA SCILL Board** Change Program Initiative



► Why Change is Needed in the Legal Industry

Addressing the Mental Health Crisis

The legal profession faces serious mental health challenges, as revealed in a global study by the International Bar Association (IBA). The findings highlight a need for transformative change to foster a healthier, more sustainable work environment in the legal field.





Challenges to Mental Wellbeing in the Legal Industry: A known issue

01 High-Pressure Environment

The demands of the job often lead to high stress and mental strain, placing immense pressure on legal professionals at all levels.

02 High Burnout Rates

Despite widespread burnout, mental health issues are still heavily stigmatized, making it difficult for individuals to seek support.

03 Unrealistic Client Expectations

Meeting demanding client needs can create unsustainable workloads and contribute to stress.

04 Gender Disparity in Promotions

Despite progress, women remain underrepresented in partnerships and leadership roles.

05 Generational Divide

Younger lawyers are increasingly unwilling to work in cultures that prioritize profits over wellbeing, leading to concerns about succession and firm sustainability.

06 Misaligned Incentives

The focus on billable hours as the primary KPI encourages unhealthy work habits, overshadowing quality and innovation.

07 Leadership Gaps

Many leaders in the field lack the necessary training and skills to foster supportive, positive workplaces.



➤ From Knowledge to Action

20 participants will take part in this 18-month-long initiative by the AIJA SCILL Board and [Agata Perepeczko](#), designed to equip lawyers with the knowledge, skills, and tools necessary to **drive change** within their organizations, fostering a productive, healthy, and resilient **work culture**, teams, and individuals.

These "Agents of Change" will be guided by Agata, an **experienced psychologist**, combining expertise in clinical and business psychology to support participants in developing and testing their own change tools.

The initiative will gather best practices and publish guidelines for law firms to implement, **empowering** Agents of Change to train and inspire colleagues—creating a ripple effect of new Agents of Change.

AIJA members are the industry leaders of tomorrow!



➤ The goal

This program builds a resilient workforce by creating a psychologically safe, productive, and efficient work culture—directly enhancing the well-being and resilience of employees, leaders, and teams.

We achieve this by empowering individuals with leadership skills and knowledge needed to transform the legal industry's work culture.

Unlock your legal practice's future with our Agents of Change Program—a transformative initiative that empowers legal professionals to embrace innovation, support mental well-being, and drive meaningful change in the legal industry. Participants gain skills, tools, and mindset to navigate the evolving legal landscape with resilience and vision through:

- **Lead with Vision:** Develop strategic insights to anticipate and adapt to industry shifts.
- **Embrace Technology:** Leverage cutting-edge tools to enhance efficiency and client service.
- **Foster a Culture of Innovation:** Cultivate an environment where creative problem-solving thrives.
- **Create a Resilient Workforce:** Create and develop a team, which is resilient, effective and productive
- **Enhance Client Engagement:** Understand client needs and enhance service delivery to build lasting relationships.

Become an Agent of Change and lead your practice into a successful future!



► The deliverables

01 Agents of Change

Establish a cohort of Agents of Change, equipped with the tools and knowledge to **facilitate** organizational **transformation** and begin **cultivating resilient working cultures**.

02 Empowerment

Agents of Change will undergo **training** to become **mentors**, empowering fellow legal professionals to embrace change and implement **best practices** for a healthier, **more effective work environment**.

03 Guidelines

Develop a set of **best practice guidelines** for the legal industry, offering actionable insights on fostering a resilient and healthy working culture.

04 White paper

Publish a white paper documenting the process, findings, and outcomes from the initiative, including data, insights into what worked, and areas for improvement.

05 Award

Lead the movement toward healthier workplaces in the legal industry by launching a **Best Practice Award**, recognizing the firm that has driven the most impactful change.





► Who is this training for?

AIJA members who work in mid-sized or large law firms, hold management responsibilities, and are passionate about driving meaningful change to create a positive impact.

In selecting participants for the Agents of Change Program, we seek individuals who embody the following characteristics:

- **Open-Mindedness:** Willing to embrace new ideas and approaches, and open to feedback and change.
- **Proactive Attitude:** Demonstrates initiative in identifying challenges and proposing solutions, rather than waiting for direction.
- **Collaborative Spirit:** Values teamwork and is eager to work with others to achieve common goals, fostering a sense of community.
- **Adaptability:** Comfortable navigating uncertainty and change, and able to adjust strategies as needed in a fast-paced environment.
- **Curiosity and Lifelong Learning:** Shows a genuine interest in expanding knowledge and skills, particularly regarding new technologies and legal trends.

► What will the program look like?

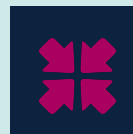
The program is designed as a dynamic learning framework: a structured approach to education and training that emphasizes adaptability and responsiveness to the needs of learners. It focuses on **continuous improvement**, integration of **feedback**, and the use of various methods and technologies to **enhance the learning experience**. Overall, the goal of a dynamic learning framework is to create a more engaging, effective, and learner-centered educational environment.

► The 3 phases

01 Analyzing and learning



02 Implementation and testing



03 Empowering others



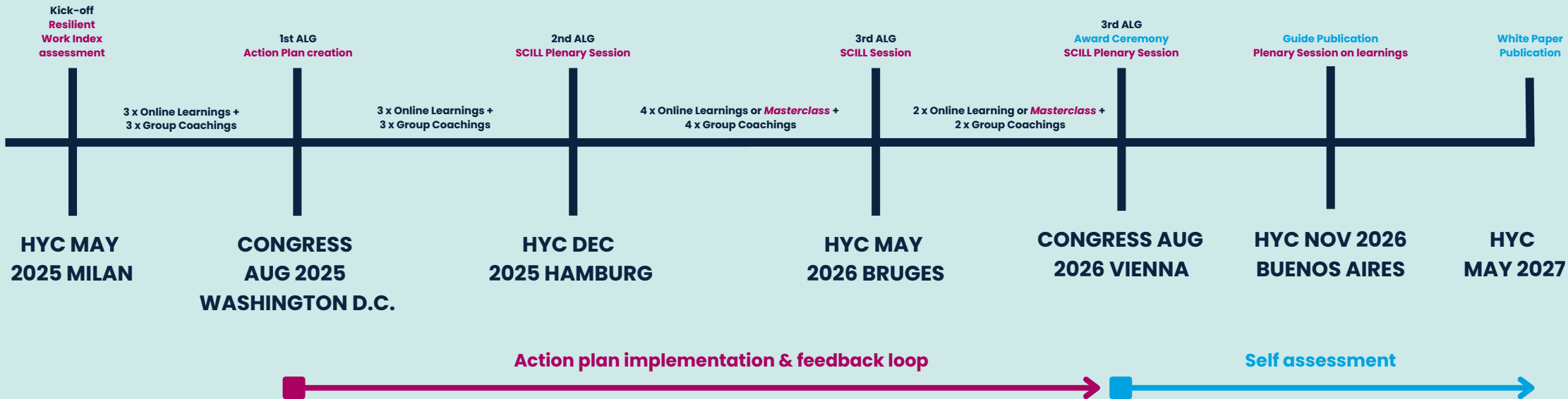


► The program: Timeline

01 Analyzing and learning

02 Implementation and testing

03 Empowering others





► Phase 1: Analyzing and learning

1. **Identify Challenges** – Pinpoint elements hindering the current culture and define what isn't working.
2. **Self-Assessment** – Reflect on personal contributions to the culture and identify areas for improvement.
3. **Skill Building** – Determine the skills and knowledge required to create the desired workplace culture.

Key Topics Covered:

- **Resilient Individual:** Build personal resilience skills in stress management, emotional intelligence, and self-awareness. Interactive exercises will equip participants with tools to effectively navigate challenges.
- **Resilient Leader:** Strengthen leadership in times of change. Participants will refine their leadership styles with a focus on adaptability, empathy, and influence, empowering them to lead confidently.
- **Resilient Organization:** Discover strategies for creating a resilient workplace culture through collaboration, communication, and adaptability, supported by real-world case studies.
- **Navigating Change: People and Systems:** Gain a comprehensive understanding of change management by addressing both human and systemic aspects. Participants will learn to recognize resistance, engage stakeholders, and drive change through interactive simulations.

Outcomes of Phase 1

Participants will create Action Plans to apply their learnings and form a supportive peer network for collaboration and accountability.

Impact and Expectations

This phase equips participants to lead by example, inspiring resilience in their teams and fostering a more adaptable, resilient organization.



► Phase 2: Implementation and testing

This phase will involve putting the Action Plan into practice supported by **Action Learning Groups** (ALG) and **coaching sessions**, designed to enhance their skills by providing practical tools and understanding of effective change leadership. Participants will be empowered to put in practice what they learned. They will build self efficacy in order to be successful in navigating changes. Namely, they will be building confidence through feedback, observing others, exchanging experiences, understanding own limitations and strengths.

Phase 2 will also include **Masterclasses** run by experts, designed to further elevate skills and knowledge of Agents of Change. Topics will be defined together with participants based on their needs (as evaluated in Phase 1).

► Phase 3: Empowering others

As participants build confidence and expertise, they will become catalysts for motivating colleagues and fostering a collaborative environment that supports positive transformation. Our goal is to create a “domino effect,” where the resilience, productivity, and inspiration demonstrated by participants resonate across the organization, encouraging others to adopt similar practices.

By developing a network of change leaders, we aim to cultivate a culture rooted in resilience and productivity, benefitting the entire organization. This holistic approach ensures that the program's impact extends beyond individual participants, creating a lasting environment of growth, innovation, and well-being.



Action Learning Groups:

ALG's a powerful tool in business psychology, often used to facilitate organizational change, improve leadership, and foster professional development. They involve small groups of individuals who meet regularly to work on real-world business problems, reflect on their experiences, and learn from one another.

Problem-Solving Approach

Solving real problems can lead to practical learning, enhancing problem-solving abilities, and critical thinking.

Self Awareness and Emotional Intelligence

Provide a structured environment where members can reflect on their behaviors, thoughts, and emotions in response to challenges. This reflection fosters personal growth and emotional intelligence, helping members understand their psychological responses in business contexts.

Group Dynamics

In ALGs, members work together, which requires effective communication, collaboration, and interpersonal skills. Members develop a deeper understanding of team psychology, power dynamics, conflict resolution, and how to influence others.

Leadership Development

ALGs helps leaders practice decision-making, communication, and conflict management in a supportive environment, enhancing psychological insights into their leadership styles.

Learning by Doing

Members learn by doing, testing new strategies, receiving feedback, and adjusting their approaches based on psychological insights. This method fosters deep learning and practical application of psychological theories in business.

Structure Action Learning Groups:

Purpose

to support participants with implementing previously gained knowledge into practice

Small Groups

4-5 people to ensure participation and engagement

Facilitator

An experienced facilitator leads the group, helping maintain structure, guiding reflection, and ensuring the group stays focused on learning

Regular Meetings

Groups meet periodically (e.g., biweekly or monthly) to discuss ongoing progress and new challenges

Confidentiality

Group members are expected to maintain confidentiality to ensure a safe, open environment for sharing



► Who we are



Agata Perepeczko

Agata Perepeczko is a Business Psychologist and a coach. Her experience is a combination of clinical psychology and business psychology. She was educated in Poland and London. She is currently undertaking the Professional Doctorate at Birkbeck University, where she is focusing on building and maintaining resilience among workforces.

Agata uses her unique combination of skills and knowledge to support her clients as part of her work for Resilient WorkForce LTD .

Agata is a Member Of the British Psychological Society, CIPD, Association of Business Psychology and EMCC. She is The President of The Society of Business Psychology Middle East.

Experience

- Agata has designed and delivered training programs in leadership development, mental health at work, strategic thinking, crisis management, diversity and inclusion, soft skills across Europe, Middle East and North America. Training and motivating others is Agata's passion and she has sought opportunities, throughout her career, to develop others.
- Agata has been a resilient expert, supporting clients with building and maintaining resilience levels across their workforce. Agata has experience of working across sectors, including UK Government, Healthcare, financial sector, media industry as well as humanitarian and NGO organizations.
- Agata has also worked as a psychologist for individuals experiencing high levels of stress and low level of motivation and engagement.
- Agata has co-created a tool which helped her clients assess their resilience levels. The tool was widely used as a part of the assessment of workers deployed abroad for missions and assignments.
- Agata has been an executive coach and worked with individuals and teams across sectors, enabling them to unlock their potential, create vision and strategy, as well as improve their performance and team's morale.

AIJA SCILL Board

SCILL's mission is to support members in enhancing their skills and achieving excellence both as legal professionals and active members of AIJA. Their focus is on fostering efficiency, success, and balance via personalised coaching, online support and practical workshops.

Aline von Düring - the President of the **AIJA SCILL Board** - is a passionate advocate for learning, education, and personal development. She is a Swiss Attorney and Of Counsel at Bonnard Lawson with over 15 years of legal experience in Switzerland and the UAE. Based in Dubai since 2014, she has worked as a law firm partner, in-house counsel, and strategic advisor for startups. Her expertise covers private clients, commercial law, corporate structuring, international tax planning, M&A, and sports law. Aline has led several education projects and brings a unique perspective from her past as a professional athlete. In addition to her extensive experience in the legal industry, she holds an NLP coaching certificate.





Sponsorship Packages

The **Agents of Change** is a global initiative, a **collective movement** driven by the power of many. Together, we aim to inspire everyone to become a guardian of change. Because even the **smallest contribution has the potential** to create a big impact. Join us in shaping a brighter future!

Crowdfunding

€ 500

"Guardians of Change": For supporters who want to contribute a smaller amount for recognition.

- Name listed in the "Guardians of Change" section in the program guidelines and white papers.
- Acknowledgment in select online publications or a thank-you page.

Bronze Sponsorship

€ 2,500

Ideal for sponsors interested in branding within printed materials or selected program sessions.

- Small logo placement on program materials and the final white paper.
- Branding on specific presentation slides in action learning groups.
- Acknowledgment in the online coaching sessions.

Silver Sponsorship

€ 6,000

Supports specific program areas, like action learning groups or branded online coaching sessions.

- Medium-sized logo on program materials and certificates.
- Acknowledgment in online sessions and specific workshop materials.
- 2 tickets to the gala dinner and awards ceremony with acknowledgment at the award ceremony.
- Mention in white papers and published guidelines (e.g., logo on the back cover).
- Option to provide branded wellness gift packs for participants.

Gold Sponsorship

€ 15,000

This package is designed for up to two exclusive sponsors who seek maximum visibility and engagement within the program. Platinum sponsors will be recognized as primary partners, receiving comprehensive brand exposure and meaningful opportunities to interact with participants.

- **Co-host a custom masterclass** or workshop focusing on mental health in the legal profession, showcasing their commitment and expertise in creating supportive legal work environments.
- Opportunity to provide a **keynote address** during the program (Washington) or at closing ceremony, amplifying their voice as an advocate for well-being in the legal industry.
- Sponsors will have the option to **contribute a dedicated section in the final white paper** or guidelines, sharing actionable insights, strategies, or case studies on fostering resilience and mental health within high-stakes professional environments.
- **Featured thought leadership** pieces in all program-related email newsletters and social media posts, establishing the sponsor as a leading voice in legal well-being.
- **Premium logo placement** on all program materials, certificates, participant workbooks, and event signage, ensuring consistent visibility throughout the program and its follow-up publications.
- **Acknowledgment as a primary sponsor** on program-related press releases, online publications, and promotional content across platforms.
- **2 tickets to the gala dinner** and awards ceremony with access to **VIP seats** at the gala dinner and awards ceremony, providing a unique networking opportunity with participants, organizers, and other influential figures in the legal industry.
- Option to **sponsor branded gifts** for participants, such as wellness packages or work-life balance resources, further promoting the sponsor's dedication to mental well-being.
- Frequent mentions and features on social media, program emails, and the event website, ensuring prominent **digital brand exposure** to a wider audience of legal professionals and stakeholders interested in industry transformation.

*We are happy to discuss customized sponsorship packages to meet your specific needs and goals. **Contact us** to explore tailored opportunities from a value or reward perspective.*



HOW TO SPONSOR?

Would you like to sponsor this initiative?

[**APPLY HERE**](#)

We are happy to discuss **customized sponsorship packages** designed to meet your specific needs and goals. Let's work together to create tailored opportunities that deliver value and rewards **aligned with your objectives.**

Have questions or need assistance? We're here to help! **Feel free to reach out**—we are always available to provide answers, offer guidance, and ensure you have all the information you need to make the most of your sponsorship experience.

agentsofchange@aija.org



INFORMATION FOR PARTICIPANTS

- The **participation fee** is € 300 per person.
- The program is **limited to 20 participants**. AIJA will select the most suitable participants to ensure diversity and an optimal learning experience.
- **Minimum Time Commitment**

Monthly:

- 1 x Online Learning: 1hr learning + 2hrs practice or Masterclass: 90 mins
- 1 x Group Coaching: 90 mins session (plus reflection and implementing in practice)

During Flagship events:

- Action Learning Group: 90 mins (you are committed to attend at least 3 in person flagship events during the program)

By registering, participants commit to attending at least **3 Flagship Events** (HYC or Congress) in person throughout the program and at least **75% of the Online Coachings** (min 3 out of 4 of one batch) to ensure active engagement and contribution throughout the program.

- ALG at the Flagship Events may be attended online if participants are not able to attend in person, but we highly encourage in person attendance if possible.
- Subject to the sponsorship budget we will be able to add more Masterclasses and more online ALG instead of Online Coachings.
- Please note that ALG and Online Coachings will not be recorded for privacy reasons. Masterclasses may be recorded subject to the speaker's agreement.
- Online Learning material will be uploaded to a platform and participants will be able to study at their own convenience in between the coaching sessions.

• **Tentative dates for the coaching sessions*:**

- HYC Milan – Introduction to the program (in person or online)
- Friday 30.05.2025 – Online Coaching
- Friday 20.06.2025 – Online Coaching
- Friday 25.07.2025 – Online Coaching
- Congress Washington – ALG (in person or online)
- Friday 26.09.2025 – Online Coaching
- Friday 24.10.2025 – Online Coaching
- Friday 28.11.2025 – Online Coaching
- HYC Hamburg – ALG (in person or online)
- Friday 23.01.2026 – Online Coaching
- Friday 27.02.2026 – Online Coaching
- Friday 13.03.2026 – Online Coaching
- Friday 24.04.2026 – Online Coaching
- HYC Bruges – ALG (in person or online)
- Friday 26.06.2026 – Online Coaching
- Friday 24.07.2026 – Online Coaching
- Congress Vienna – ALG (in person or online) and Award Ceremony (in person)
- HYC Buenos Aires – SCILL Session on Learnings from the program by participants (in person)

- The first and last step of the program will be a survey regarding the resilience of a participant's firm, the **"Resilient Work Index Assessment"**. In order to be able to measure the success of the program, participants will be asked to share this survey with their colleagues at the beginning and at the end of the program.

*This time table may be subject to change. Timings will be subject to the time zones of the participants and will be shared together with the confirmation for participation.



HOW TO PARTICIPATE?

Are you interested to become an Agent of Change and participate in this exciting initiative? The program is limited to 20 participants. AIJA will select the most suitable participants to ensure diversity and an optimal learning experience.

[APPLY HERE](#)

Please note that the the participation fee is € 300 per person. By registering, participants commit to attending at least 3 Flagship events, ensuring active engagement and contribution throughout the program.

DEADLINE: 30 April 2025